MASTER OF SCIENCE IN STRATEGIC BRAND COMMUNICATION

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This Master of Science in Strategic Brand Communication (MS SBC) degree is an online program jointly sponsored by the Charles H. Sandage Department of Advertising in the College of Media and the Department of Business Administration in the College of Business. The degree program launched in December 2016 and graduates from this program receive the MS SBC degree awarded by the Graduate College. Strategic Brand Communication (SBC) is a data-driven, purposeful conversation with a brand’s stakeholders. SBC combines traditional advertising practices with contemporary business thinking that pertains to delivering consistent, meaningful messages to consumers. In so doing, SBC seeks to integrate multiple consumer contact points that occur through the purchase of commercial messages in paid, earned, and owned media to deliver persuasive and impactful statements about brands and companies.

This management process integrates all aspects of strategic brand marketing communications such as advertising, public relations, digital media, social media, promotion, and revenue development marketing. Such integration impacts a firm’s business-to-business, marketing channel, customer-focused, and strategic integrated communications.

The MS SBC degree program is designed for working professionals. The proposed online program is designed to be completed in 15 months. The curriculum will prepare students to: be strategic leaders in an ever-changing global media environment; be analytic and integrative thinkers; be effective brand communicators and managers; respond agilely to new technologies, emerging media, new demographics, and market trends; be team-oriented in their approach to management and communications; and be prepared to continue to learn as the media environment evolves.

To be admitted into this program, applicants are expected to have a minimum grade point average of at least 3.0 (A = 4.00) for the last two years of undergraduate study and a 3.0 for any previous graduate work completed. All applicants whose native language is not English must submit a minimum Test of English as a Foreign Language (TOEFL) score of at least 102 (iBT), 253 (CBT), or 610 (PBT); or minimum International English Language Testing System (IELTS) academic exam scores of 6.5 overall and 6.0 in all subsections. Prerequisite: course in Statistics or Calculus from an accredited institution. The admissions criteria will be based upon an evaluation of each applicant’s academic and professional experience, GPA, English aptitude, and letters of recommendation. A minimum GPA of 2.75 is required for continued enrollment.

Course List
Core Courses 30
Project 2
32 Minimum 500-level Hours Required Overall
Total Hours 32

Other Requirements 1
Minimum 500-level Hours Required Overall 20
Minimum GPA 2.75

1 For additional details and requirements refer to the department’s program information online and the Graduate College Handbook (http://www.grad.illinois.edu/gradhandbook).

Advertising Courses
ADV 509 Media Entrepreneurship credit: 3 Hours.
Introduces students to the foundations of entrepreneurship and evolving business models for media. Students are introduced to the foundation and context of entrepreneurship. The course will cover the skills and practices necessary for new entrepreneurial ventures, as well as the processes of evaluation an idea, assessing the market, and implementing a new venture. Finally, students will examine business case studies for both successful and unsuccessful media start-ups. 3 graduate hours. No professional credit. Credit is not given for both ADV 409 and ADV 509. Prerequisite: Limited to MS Advertising students.

ADV 550 Foundations of Advertising credit: 3 Hours.
Explores the development of American advertising through the 20th and into the early 21st century. Analyzes and evaluates American advertising through these primary areas: ethics, advertising philosophies, advertising structure, advertising education, its broader social impact, the role of media and technologies, and its place within a global framework. Prerequisite: Consent of department.

ADV 580 Advertising Theory credit: 3 Hours.
Reviews classic and contemporary theories used in advertising research and practice with multidisciplinary emphasis. Through reading, discussion and independent research, students will understand how basic social science and humanities research and advertising scholarship are related; how theories and concepts are applied, adapted, constrained and combined when applied to advertising and other communication issues; and how research evolves over time.

ADV 581 Quantitative Research Methods in Adv credit: 3 Hours.
Provides students with an overview of quantitative research methodology in advertising and consumer behavior. Students will learn appropriate uses and techniques for conducting exploratory (e.g., focus groups, literature searches), descriptive (e.g., observational techniques, surveys), and casual (randomized- and quasi-experiments) research. Ethical considerations in research, and limitations of quantitative research will play an important role throughout the course. Students will learn basic descriptive and inferential statistical analyses to help analyze, and make sense of quantitative data. Prerequisite: Basic statistics course.

ADV 582 Qualitative Rsrch in Advert credit: 3 Hours.
Treatment of basic research concepts and procedures in the social sciences with emphasis on advertising. Prerequisite: Consent of the department.

Information listed in this catalog is current as of 03/2017
ADV 587  Graduate Seminar I  credit: 3 Hours.
Provides advertising students and faculty the opportunity to interact on significant topics. It draws on a wide range of perspectives to explore not only foundational theories and research in advertising, but also current issues, contemporary analytical approaches, and emerging trends in advertising scholarship and practice. Prerequisite: Consent of department.

ADV 588  Graduate Seminar II  credit: 3 Hours.
Students write research proposals in this course. Prerequisite: The grade of B or better in ADV 587.

ADV 590  Special Topics in Advertising  credit: 1 to 4 Hours.
May be repeated in the same or in multiple semesters if topics vary. Prerequisite: Consent of department.

ADV 594  Advanced Topics in Advertising  credit: 4 Hours.
This seminar explores topics associated with advertising theory and research. Topics will vary across different course offerings. They will include classic elements of advertising theory (e.g., persuasion, attitudes, cognition, emotion, motivation), as well as current research frontiers (e.g., decision-making, computational advertising, psychophysiology, gaming, social media). 4 graduate hours. No professional credit. May be repeated up to 12 hours, if topics vary. Prerequisite: Ph.D. student or instructor approval.

ADV 597  Proseminar in Advertising  credit: 1 Hour.
Current topics, cases, and research in advertising are presented in a forum that fosters critical thinking and engagement. Weekly presentation and discussion of current research and cases by faculty, undergraduate/graduate students, visiting scholars and visiting professionals. Approved for S/U grading only. May be repeated up to 4 graduate hours in separate terms.

ADV 598  Professional Project  credit: 0 or 6 Hours.
This course serves as a capstone, requiring the student to demonstrate a mastery of knowledge in the primary areas of advertising. Approved for S/U grading only. May be repeated in separate terms to a maximum of 6 hours. Prerequisite: A grade of B or better in ADV 587.

ADV 599  Thesis Research  credit: 0 to 6 Hours.
Approved for S/U grading only. May be repeated in separate terms. Prerequisite: ADV 588 and consent of the department.

BADM Class Schedule (https://courses.illinois.edu/schedule/DEFAULT/BADM)

Business Administration Courses

BADM 503  Classics in Business Admin  credit: 2 Hours.
Graduate seminar. Presents foundational literature to introduce the theoretical origins of the different areas of Business Administration and explores the linkages among these areas. Outlines the impact of the foundational works on subsequent research. Approved for S/U grading only. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 504  Phil of Science and Bus Admin  credit: 2 Hours.
Introduction to philosophy of science that focuses on the nature of discovering and justifying knowledge in the business disciplines. Specific issues of interest are the nature of scientific truth, validation of theories, prediction and explanation. Discusses applications to research in various business disciplines. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 505  Stat Analysis w/Business App  credit: 4 Hours.
This topics course introduces the student to the theory and applications of probability (deduction), statistics (inference) and data analysis (linear models) that are relevant for the conduct of research in Business Administration. May be repeated to a maximum of 8 hours. Students may take each section (A and B) once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

Research methodology for the study of administrative, industrial, and consumer behavior and organizations; Foundations of measurement - Construct definition, Domain delineation, Reliability, Dimensionality, and Validity, Reliability analysis, Exploratory and Confirmatory factor analysis; Alternative methods of data collection - laboratory experimentation, survey research design, and qualitative research. A completed individual research project involving the development of an entire method is formally presented in class and submitted as a paper. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 508  Leadership and Teams  credit: 2 or 4 Hours.
Develops and integrates fundamental behavioral concepts and theory having administrative applications; initially focuses on the individual decision maker and ultimately includes interpersonal, organizational, and social structures and influences; and develops strategies and methods of research on behavioral applications in business.

BADM 509  Managing Organizations  credit: 2 or 4 Hours.
Examines and analyzes the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership, and change.

BADM 510  Founds of Organizational Behav  credit: 4 Hours.
Introduction to the principal theories and important empirical research in various disciplines that study organizations; in addition to examination of the subject matter content of various disciplines, students critically examine the capacities and limitations of the various fields to make contributions to the study of organizations. Same as PS 514, PSYC 553, and SOC 575. Prerequisite: Enrollment as a major in organizational sciences in a cooperating program or consent of instructor.

BADM 511  Topics in Personnel Mgmt  credit: 4 Hours.
Examines the organization and administration of the personnel function in management; the relations of personnel administration to operating departments and the scope of business and industrial personnel services; analytical appraisal of policies and practices in selected areas of personnel administration, such as selection and training, carried out through case studies and direct industrial contracts; and specific consideration given to problems up to and including placing the person on a job. Same as LER 548. Prerequisite: Consent of instructor.

BADM 512  HR Management and Strategy  credit: 4 Hours.
Same as LER 565. See LER 565.

BADM 513  Communication Strategy in Bus  credit: 2 Hours.
Offers an introduction to communication, business presentation, and essential interpersonal skills, including message clarity, attentive listening, and constructive feedback for more effective cooperation, conflict management, teamwork and productivity. Covers communication concepts and skills that help heighten emotional intelligence and offer strategies for communicating effectively across cultural, generational and gender lines. 2 graduate hours. No professional credit. Prerequisite: For MSM majors only.
BADM 514 Managing Innovation credit: 2 Hours.
Provides a solid grounding to students interested in managing various aspects of the innovation process that facilitate the creation, synthesis, and organization of knowledge for the development of economically valued products, processes, and services within organizations. Covers both the analytic frameworks for understanding the innovation process as well as the strategic and organizational challenges involved in managing technological innovation. Specifically focuses on managerial actions that create the organizational environment in which new opportunities are identified and new business models are developed to create value. Prerequisite: BADM 508 or consent of the instructor.

BADM 515 Oral Comm for Business credit: 4 Hours.
This class builds communication skills for the English language business environment for international students. It includes work on pronunciation deficits, but also units on broader communication topics, including social interaction skills, appropriate business language, interviewing, and presentations. The class incorporates workshops on specific scenarios such as making a sales pitch, delivering an annual report, handling the press, presenting a case study, communicating during a crisis, and communicating in specific contexts such as within technology, entrepreneur or venture capital fairs. 4 graduate hours. No professional credit. Prerequisite: MSTM students.

BADM 518 Adv Topics in Org Behavior credit: 2 Hours.
Review and analysis of major organization theory topics stressing the sociological, economic and managerial foundations or macro organizational behavior. Topics include: the role of the social and economic environment on the functions, evolution and transformation of individual organizations; and inter-organizational relations, the ecology of organizations and institutional factors that shape organization action. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 519 Adv Topics in Org Theory credit: 4 Hours.
Seminar in topics of organizational behavior and organizational theory. Topics include: Seminar in Organizational Behavior (explores the most recent research in the field of Organizational Behavior); and Seminar in Organizational Theory (explores the most recent research in the field of Organizational Theory). May be repeated in the same or separate terms to a maximum of 8 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 520 Marketing Management credit: 2 or 4 Hours.
Introduces concepts useful in understanding marketing systems and buyer behavior in addition to developing skills in making marketing decisions; the orientation is primarily managerial and uses examples from both business and non-business contexts.

BADM 521 Marketing Strategy credit: 4 Hours.
Formal analysis of strategy drawing on concepts from the theory of games, decision theory, value theory, and information theory; topics cover elements of game models, classes of decision problems, games against nature, modern utility theory, information theory, group decision making, statistical decision theory, and linear and nonlinear optimization.

BADM 522 Marketing Models credit: 4 Hours.
Concepts, methods, and applications of decision modeling to marketing issues including segmentation, targeting and positioning, new product design and development, advertising, sales force and promotion planning, and sales forecasting. Assists students to build "smart" spreadsheets to improve marketing decisions.

BADM 523 Consumer Behavior credit: 4 Hours.
Studies alternative models of buyer behavior; focuses attention on psychological, sociological, and economic factors including motivation, learning, attitudes, personality, reference groups, social stratification, demographics, life-styles, and cross-cultural differences and their impact on purchasing, consumption, and choice decisions.

BADM 524 Pricing Strategy and Tactics credit: 4 Hours.
Develops concepts and techniques for formulating and administering prices in a variety of business situations. Focuses on understanding the internal and external environment through relevant information acquisition and analysis for developing appropriate pricing strategies and tactics.

BADM 525 New Product Development credit: 2 or 4 Hours.
The decisions on the firm's total market offer, including such topics as use of market analysis in making decisions on assortment, product development, pricing, packaging, branding, and sales forecasting; coordination of these decisions and actions with market communications, physical movement, production, finance, and the overall goals and policies of the firm; and emphasizes the use of analytic and research methods in making assortment and product decisions.

BADM 526 Marketing to Organizations credit: 4 Hours.
Case and discussion-based course that focuses on how firms that are engaged in marketing to organizations. Examines how to identify competitive marketing advantages, assess market needs, and leverage or sustain these advantages.

BADM 527 Sales Force Management credit: 4 Hours.
Examines primary elements and problems in the area of sales force management; studies such topics as the dyadic interaction between the buyer and seller, the sales presentation, important salesperson characteristics, the selection, training, assignment, motivation, and compensation of salespeople, supervision and evaluation of the sales force, and coordination of the sales force with other elements in a firm's marketing program. Uses case studies.

BADM 528 Promotional Strategy credit: 4 Hours.
Management orientation to promotional strategy for the medium and large size organization: includes analyses of the primary elements of the promotional function from both qualitative and quantitative perspectives emphasizing such factors as (1) selection among alternative promotional tools, (2) the promotional budgeting and allocation process, and (3) determination of appropriate messages and media schedules for given product/market situations. Explores widely used models in depth for strategic usefulness; emphasizes case analysis and contemporary situations.

BADM 529 Marketing Research credit: 4 Hours.
Examines the collection and analysis of information applied to marketing decisions; stresses quantitative methods including samplings, scalings, experimental design, forecasting, and multivariate procedures through the use of class projects on actual market research problems.

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BADM 531 Survey Methods in Mkt Res credit: 4 Hours.
Analysis of survey methods in marketing with emphasis on sample
design, data collection, and data processing; an advanced course in the
methods required to design, implement, and evaluate a research project.
Same as SOC 576.

BADM 532 Sustainable Products for Subsistence Marketplaces credit: 4 Hours.
Focuses on sustainable product and market development for subsistence
marketplaces; virtual immersion in subsistence contexts; emersion of
principles for business, design, and engineering; idea generation and
evaluation by groups of business, engineering, and design students;
optional international field trip over winter break; option to enroll in
a spring course on developing product prototype and business plan.
Prerequisite: Application process.

BADM 533 Sustainable Product Design and Enterprise Plan Development credit: 4 Hours.
Focuses on sustainable product design and enterprise plan development;
uses extreme resource constrained contexts to learn about bottom-
up enterprise and innovation for any context; project based course
focusing on systematic approach for designing sustainable products and
developing enterprise plans; covers concept generation and evaluation,
detailed design, cost modeling, market-testing & prototyping, product
innovation, and sustainable enterprise plan development for subsistence
marketplaces or upward innovation for advanced economies. 4 graduate
hours. No professional credit. Prerequisite: BADM 532 or instructor
approval. Application Process.

BADM 534 Marketing Theory and Systems credit: 2 Hours.
Detailed review of approaches to marketing theory. Specific emphasis on
understanding the development of marketing theory and current trends in
marketing thought. By a comprehensive review of selected literature, the
student will be prepared to interpret and conduct research in marketing.
Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 535 Global Business credit: 2 Hours.
This course provides students with a clear conceptual understanding of
the opportunities and challenges involved with international business
transactions. Young managers face a diverse set of circumstances
when they engage in cross-border business (trade and foreign direct
investment) as opposed to purely domestic business: e.g., enhanced
globalization forces, cross-national heterogeneity in institutions
and cultures, increased competition from emerging economies, and
particularly germane for this course - altered strategic economic
incentives. Accordingly, we will attempt to analyze these issues, make
sense of the fundamental forces behind these dynamics, and understand
their managerial implications. The class will focus then on the roots
of International Business, and complement this focus with important
practical implications and "real-world" examples and cases - the ambition
will always be to wed good theory with practice. 2 graduate hours. No
professional credit. Prerequisite: MSM student or consent of instructor.

BADM 537 Advanced Topics in Marketing credit: 4 Hours.
Seminar on topics associated with the development of marketing theory.
Topics may vary from year to year, and include classics in marketing
exchange, development, and thought as well as current research frontiers
involving product usage, market definition, data base modeling, and
pricing. May be repeated to a maximum of 8 hours. Students may take
multiple topics under the course designation, but can only take each
topic once for credit towards degree requirements. Prerequisite: Ph.D.
standing in BADM or consent of instructor.

BADM 538 Res Sem in Consumer Behavior credit: 4 Hours.
Advanced doctoral level seminar which critically examines the relevance of
behavioral and social constructs for generating consumer behavior
theories. It specifically discusses the need for, and procedures with which
to modify behavioral/social processes. Prerequisite: Ph.D. standing in
BADM or consent of instructor.

BADM 539 Math Models in Marketing credit: 4 Hours.
Seminar in model building as a tool for research in marketing. Application
of the mathematics of optimization, dynamics, linear algebra and
games to marketing topics including consumer choice, retailing,
price promotions, advertising, personal selling, positioning, new
product diffusion. Research project using marketing models required.
Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 540 Frontiers in Technology credit: 0 or 1 Hours.
This course provides the opportunity to listen to, discuss, and present
on ideas and technologies which are expected to affect our lives in the
near future. Activities include seminars and professional development
activities, corporate visits, and presentations by researchers who work
on the cutting edge of technology. 0 or 1 graduate hours. No professional
credit. Approved for Letter and S/U grading. May be repeated in separate
terms up to 2 credit hours. Prerequisite: MSTM students.

BADM 542 Competitive Analysis credit: 4 Hours.
Develops concepts and techniques critical for formulating competitive
strategy in a variety of business environments. Focuses on analyzing
the structure of industries, the evolution of this structure, the pattern
of interaction among competitors, and the competitive position and
advantage of firms in the industry.

BADM 543 Technology Strategy credit: 2 or 4 Hours.
Technological change is a fundamental challenge and opportunity
for business leaders in the modern economy. This course deals with
concepts and analytical frameworks for strategizing and managing in
an environment of technological upheaval and constant innovation.
Broadly, students are exposed to ideas about how firms create value
through new technologies, and how they in turn capture some of that
value to make profits. Specific topics include sources and patterns
of innovation, business models, first mover advantages, barriers to
imitation, technology commercialization modes, network effects and
standards competition, creative destruction and technological disruption,
alliances and collaboration, and strategic renewal. The course aims
to impart the strategic toolkits and skills required to manage dynamic
technology-intensive businesses. 2 or 4 graduate hours. No professional
credit.

BADM 544 Strategic Management credit: 2 or 4 Hours.
Policy construction and planning of policy implementation at the
executive level; case studies of company-wide situations from the
management point of view; and integration and application of material
from previous courses. Credit is not given for both BADM 544 and BADM
339. Prerequisite: BADM 509, BADM 520, and BADM 567, FIN 520, or
equivalent.

BADM 545 Found of Strategy Research credit: 2 Hours.
Seminars on topics in the development of strategic management theory.
Topics include: Classics in Strategic Management (explores the historical
development of the foundational literature of strategic management); and
Theory Development and Assessment in Strategic Management (focuses on
the process of conducting and critiquing research in the field). May
be repeated in the same or separate terms to a maximum of 4 hours.
Students may take multiple topics under the course designation, but
only take each topic once for credit towards degree requirements.
Prerequisite: Ph.D. standing in BADM or consent of instructor.
BADM 546  Strategy Content Research  credit: 2 Hours.
Seminar covering the foundations of strategy content and formulation research. Topics include: Economic Theories in Strategic Management (including strategic management applications of industrial organization economics); and Economic Approaches to Strategic Management Research (including transaction costs, resource-based and property rights research). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 547  Strategy Process Research  credit: 2 Hours.
Seminar on research into strategy formulation and implementation processes. Topics include: Behavioral Theories in Strategic Management (theoretical and empirical research on complex organizations and their environments); and Behavioral Approaches to Strategic Management Research (behavioral research into strategy formulation and implementation processes). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 548  Corp & Comp Strategy Research  credit: 2 Hours.
Research seminars on topics in firm-level and business-level strategy. Topics include: Corporate Strategy (explores issues associated with the scope of the firm, corporate governance and value creation), and Competitive Strategy (focuses on strategic positioning, timing, competitive advantage and sustainability). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 549  Current Strategy Research  credit: 2 Hours.
Seminar on current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field. Reflecting the emphasis of current research on strategic and organizational phenomena, topics vary from year to year. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 550  Technology Practicum  credit: 0 to 4 Hours.
This class provides a unique opportunity to apply student's classroom knowledge, their skills and experiences in a real world setting. Each student should expect the experience to be as close to working in a business environment as the academic environment allows. Each team of students will work in a collaborative relationship with real businesses and organizations to solve real problems by developing implementable solutions. The instructor's expectation is that each student will provide professional quality work. 0 to 4 graduate hours. No professional credit. Approved for Letter and S/U grading. May be repeated in separate terms up to 4 credit hours. Prerequisite: MSTM students.

BADM 551  Managing Intellectual Property  credit: 2 Hours.
Knowledge assets - technologies, knowhow, creative works, reputations, talent, and customer relationships - are critical drivers of business today. Intellectual property (IP) of various types (patents, copyrights, trade secrets, trademarks, etc.) can confer valuable rights over these knowledge assets, which makes intellectual property strategy a vital skill in the modern manager's professional toolkit. This course provides an introduction to different IP types and an in-depth exploration of the strategic issues entailed in using (obtained, licensing and enforcing) IP rights in business. It examines how IP strategies can be used to support the company's overall strategy, and how the two can be better aligned. The end goal is to develop the business manager's vocabulary, understanding, and strategic thinking in dealing with intellectual property as tools for competitive business success. 2 graduate hours. No professional credit.

BADM 552  Legal Aspects of Mgt Decisions  credit: 4 Hours.
The legal environment in which business decisions are made, including the legal system and the role of courts, government taxation and regulation of business, administrative law, antitrust law, labor law, and trends in the law affecting business policy.

BADM 553  Ethical Dilemmas in Business  credit: 4 Hours.
Examines business decision making and the role ethics plays in that process. Analysis of how managers behave and whether ethical choices are knowingly made or only realized thereafter.

BADM 554  Enterprise Database Management  credit: 4 Hours.
Examines the design and management of enterprise-wide data base systems. Topics include: (1) information modeling and presentation; (2) computerized methods for organizing information; (3) object-oriented information representation; (4) web-based enterprise information systems; and (5) business application and management of enterprise data base systems. Credit is not given for both BADM 554 and BADM 352.

BADM 555  Info Sys Development and Mgt  credit: 4 Hours.
Addresses issues relevant to the development of large-scale information systems including systems concepts and thinking, systems development life cycle, objectives, methodology and deliverables in each phase, behavioral implications of systems development and integration information systems with business processes. Credit is not given for both BADM 555 and BADM 353.

BADM 556  Electronic Commerce  credit: 4 Hours.
Graduate seminar in Electronic Commerce (EC), focusing on the integration of IT and business models. Topics include: (1) business-to-consumer EC; (2) business-to-business EC; (3) enterprise information management; (4) infrastructure development; (5) knowledge management; and (6) EC strategy.

BADM 557  Dec Support and Knowledge Mgmt  credit: 4 Hours.
This graduate level course examines emerging information technologies, in particular based on the Internet and mobile applications, to support management decisions. This course combines the technical, business and managerial aspects of developing advanced electronic business systems. Credit is not given for both BADM 557 and BADM 453.

BADM 558  Software Prog Dev and Mgmt  credit: 4 Hours.
Graduate level course. Covers software development principles and implementations. Course topics include: Object-oriented programming, Java, C, C++, C#, with Java as the main language of implementation.
BADM 559  Enterprise IT Governance  credit: 4 Hours.
Addresses enterprise IT governance, with a focus on (1) IT governance strategy, including strategic mapping, IT portfolio management, and IT risks assessment; (2) IT control frameworks for organizing IT processes and defining management control objectives, and (9) Trustworthy information management.

BADM 560  IT Consulting Management  credit: 4 Hours.
This course enables students to comprehend, explore and manage issues confronting management consultants. The course aims to reach a balance between consulting principles and information technology (IT) management. The course is structured around five objectives of understanding the management consulting life-cycle, consulting tools and techniques, IT valuation methods, IT governance, and emerging IT trends and their impact. Students will prepare the most prevalent types of consulting engagements, conduct case-oriented research and analysis, understand the consulting engagement life-cycle, innovation management, while exploring and debating materials from industry thought-leaders. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA or MSTM and IT Minors/Concentrations.

BADM 561  Found of IS/IT Research  credit: 4 Hours.
Doctoral seminar aimed at preparing students for conducting research in the IS/IT area. Topics covered include: IS/IT research methods, approaches, and applications. Different research perspectives are surveyed. Emphasizes the scholarly process and the development of IS/IT research programs for an academic career. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 562  Social Media Strategy  credit: 4 Hours.
Managers in firms today must be equipped to deal with the new reality of a socially connected society. In this course, students will improve their analytical capabilities and understanding of the opportunities and challenges that social media, global collaboration and new ways of engaging customers pose for the firm. An emphasis will be placed on managerial decision making in the context of the social media phenomenon. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, MSTM, or PMBA program or in the IT Graduate Minor/Concentration.

BADM 563  Operations Strategy  credit: 4 Hours.
The main objective of this course is to examine how manufacturing and operations can be used as sources of competitive advantage. Some firms compete based on innovation and high-performing products. Others may rely on rapid delivery, flexibility to accommodate specific customer needs, or cost leadership. The capabilities that allow the pursuit of these strategies are usually the result of well formulated and executed operations strategies. This course illuminates the fundamental drivers that make the pursuit of these and other strategies possible 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA or MSTM program, or the Supply Chain Management Concentration.

BADM 564  Business Process Improvement  credit: 4 Hours.
The main objective of this course is to learn tools and techniques for process improvement that are commonly used today under organizational initiatives such as Lean Management and Six Sigma. Classes will consist of lecture-discussions and problem solving exercises, and demonstrations and practice of the use of software for statistical analyses. 4 graduate hours. No professional credit. Prerequisite: BADM 567, MBA 502 MSP, or consent of instructor.

BADM 565  Design & Mgt of Service Sys  credit: 4 Hours.
Focuses on unique challenges arising in services because customers cannot be separated from service creation and delivery processes; emphasizes integration of operations, marketing, and human resources management; and includes topics such as design/delivery of services, service quality/productivity, and strategic role of information technology in services.

BADM 566  Supply Chain Management  credit: 2 or 4 Hours.
Focuses on how to manage flows of products and services from raw material sources to final customers and associate flows of information. Helps students to develop a system view of measuring channel performance, integrating cross-functional activities, and coordinating processes across organizations.

BADM 567  Process Management  credit: 2 or 4 Hours.
Introductory course in decision-making problems in production; includes the theoretical foundations for production management as well as the applications of decision-making techniques to production problems in the firm; and considers production processes, plant layout, maintenance, scheduling, quality control, and production control in particular.

BADM 568  Planning and Control Systems  credit: 4 Hours.
In-depth treatment of concepts involved in designing and implementing planning and control systems within the context of a dynamic environment; particular emphasis on the systematic use of information to maintain the efficient flow of materials, utilization of people and technology, coordination with suppliers, and communication with customers.

BADM 569  Res Topics in Operations Mgt  credit: 4 Hours.
Current and classical literature in the area of Operations Management. The topics covered may vary from year to year and may include performance measures, inventory management, planning, scheduling, location, layout, product design, process design, and forecasting. May be repeated in the same or separate terms to a maximum of 12 hours. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 570  Power & Leadership in Orgs  credit: 4 Hours.
Organizations are political systems, so leadership is a political task that raises practical, ethical, and personal challenges. This course aims to help students better understand power in organizations and to become more effective political actors in their professional careers. The course will address normative questions about power’s legitimate purposes and the ethical constraints which should govern its use. We will also consider how the pursuit and attainment of power can affect people. In addition, the course will explore the nature of leadership and its relationship to power. Leadership, as we shall come to see in the course of the class, is an inherently ethical and personal concept. The course considers both realism and idealism, both “getting things done” and “doing the right thing.” The course involves reading a large number of cases and attempting to learn from the experiences of successful and failed organizational politicians/leaders. We will also draw upon a large body of popular management literature and social scientific research which has directly addressed the phenomena of power and leadership in and around organizations. The course will be highly interactive and discussion-based. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, PMBA, or MSTM program.

BADM 571  Digital Business & IT Strategy  credit: 2 Hours.
This course is to discuss digital business management and IT strategy based on emerging digital technology developments. 2 graduate hours. No professional credit. Prerequisite: Restricted to students in MAS and MSTM programs.
BADM 572 Stat for Mgt Decision Making  credit: 2 or 4 Hours.
The application of classical and modern statistics for business decision making. The level of the course assumes some prior knowledge of basic statistics as well as facility with elementary calculus.

BADM 573 Quant Analysis of Decisions  credit: 2 or 4 Hours.
Introduction to operations research techniques; topics include the construction and solution of linear models under certainty, and the construction of probabilistic models, specifically queuing theory, Markov chains, and sequential decisions.

BADM 574 Simulation and Risk Analysis  credit: 2 Hours.
This course provides quantitative tools for solution of management problems involving risk, competing objectives, and complex constraints. The course will provide hands-on experience with techniques for solving these problems, with a particular emphasis on models and methods that enable managers to proactively manage and mitigate risk, obtain insight, and support decision making. Models are illustrated with applications to operations management, finance, and marketing, with a particular emphasis on issues associated with project portfolio management. Hands-on modeling skills are developed using spreadsheet-based software tools. We will consider challenges that executives and organizations encounter when implementing these approaches, and demonstrate how mathematical models can improve on "seat of the pants" methods.

BADM 575 Systems Modeling & Simulation  credit: 4 Hours.
Elements of computer simulations, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and of interpreting computer simulations. Same as CS 545. Prerequisite: CS 105 or CS 125 and STAT 400, or equivalent background in computer and statistical principles, or consent of the instructor.

BADM 576 Stochastic Models in Mgmt Sci  credit: 4 Hours.
Application of Markov processes to describe, analyze, and design systems of interest in management science, including queues, inventory, production, brand loyalty, stock market, and other applications. Prerequisite: MATH 461 or STAT 400, or equivalent.

BADM 577 Math Prog for Mgmt Science  credit: 4 Hours.
Mathematical programming models (linear, integer, quadratic, nonlinear, dynamic, and combinatorial) used to describe, analyze, and design systems such as production, transportation, scheduling, and planning. Prerequisite: MATH 415 or equivalent.

BADM 578 Multinational Management  credit: 4 Hours.
Examines critical issues facing managers who work in multinational firms. Designed to develop students' skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace.

BADM 579 Current Topics in Intl Bus  credit: 4 Hours.
Continuation of BADM 582. Examines topics related to management and integration of multinational firms not covered in BADM 582. Possible topics include foreign investment decisionmaking, global manufacturing and supply chain management, international joint ventures and strategic alliances, cross-border mergers, global R&D, and global strategic human resource management. May be repeated.

BADM 580 Global Marketing  credit: 4 Hours.
Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective.

BADM 581 Intl Comparative Management  credit: 4 Hours.
Compares and contrasts different regional/national business systems and organizational practices including those from both developed and developing countries. Designed to advance students' global management knowledge and cross-cultural skills for functioning effectively in a transnational economy. Includes an optional overseas study trip to visit local companies and subsidiaries of multinational firms.

BADM 582 Global Marketing  credit: 4 Hours.
Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective.

BADM 583 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 584 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 585 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 586 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 587 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 588 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 589 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 590 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 591 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 592 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 593 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 594 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 595 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 596 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 597 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 598 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 599 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 600 Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

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BADM 597  Global Strategy  credit: 1 Hour.
Provides an overview of competition in the global environment. Introduces several key frameworks for understanding how firms create value by matching their internal strengths and weaknesses with the opportunities and threats posed by their environments. Examines how value creation differs as firms compete in a global setting. The course builds on innovative managerial theory, and applies key learning using cases and managerial exercises.

BADM 598  Managing Tech & Innovation  credit: 1 Hour.
Innovation and technology management deals with understanding how innovation affects the competitive dynamics of markets and how firms can strategically manage innovation. Introduces and employs various tools, concepts, and analytical frameworks that enhance our ability to define and analyze strategic problems that stem from innovation and technological change, and to identify sources of competitive advantage from both an industry and firm-level perspective.

BADM 599  Dissertation Research  credit: 0 to 16 Hours.
Required of all students writing doctoral dissertations in business administration; guidance in writing theses and seminar discussions of interim progress reports. Approved for S/U grading only. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.

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